



# **Joint Facilities Utilization and Resource Sharing Work Group Update**





# Background

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- The Joint Facility Utilization Resource Sharing Working Group (JFURS WG) is charged by the JEC to review VA-DoD Resource Sharing Activities as mandated by PL 97-174 (VA-DoD Health Resource Sharing and Emergency Operations Act).
  - Policy Guidance – DoDI 6010.23 and VA Directive & Handbook 0311
  - JFURS WG Objective:
    - To assist Joint Venture (JV) and Joint Market sites identify and facilitate collaborative opportunities to improve the delivery of health care to our beneficiaries through Cost, Quality and Access
  - The JFURS WG Goal:
    - Highlight, review and analyze select JV and Joint Market sites where demand and economies of scale can be optimized; and promote the review and analysis of local health care service features that are exportable to other market-based partnerships



# JFURS WG Background (Continued)



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- Differences between JV and Joint Market sites
    - JV Site
      - Negotiated Partnership w/ shared common risk
      - Joint functions moving towards connected, integrated or consolidated operations
      - CMAC rates can be negotiated above 10% without a waiver
    - Joint Market Site
      - Have resource sharing opportunities that may have shared common risk
      - Some medical facility functions/services have coordinated operations, but are generally separated operations
      - CMAC rates can go above 10% with approved waiver
      - Joint Markets can move towards JV status



# JFURS WG Background (Continued)



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## What is the correct definition for a Joint Venture?

- According to VHA Handbook 1660.04:

Joint Ventures are characterized by specific resource sharing agreements encompassing multiple services resulting in joint operations; resembling strategic alliances between DoD and VA for the purposes of long-term commitments of more than 5 years to facilitate comprehensive cooperation, shared risk, and mutual benefit that may or may not involve joint capital planning and coordinated use of existing or planned facilities.

The Joint Venture exist along a continuum in which the medical facility missions and operations are connected, integrated, or consolidated and characterized by ongoing interaction in one or more of the following areas: staffing, clinical workload, business processes, management, IT, logistics, education & training, and research.



# JFURS WG Background (Continued)



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## What is the correct definition for a Joint Venture?

- According to DoDI 6010.23:

A Joint Venture is a VA and DoD mutually approved, locally negotiated partnership that will generate increased access to and/or an enhanced level of services for the beneficiaries of both agencies in a mutually beneficial, efficient and cost sharing manner that may or may not involve joint capital planning and coordinated use of existing or planned facilities. But unlike ordinary resource sharing relationships, joint ventures function like strategic alliances between DoD and VA for of more than 5 years to facilitate comprehensive cooperation, shared risk and mutual benefit.

Joint Ventures entail VA and DoD medical facility missions and operations to be connected, integrated, or consolidated to the extent that ongoing interaction in several of the following areas: staffing, clinical workload, business processes, management, IT, logistics, education & training, and research.



# JFURS WG Background (Continued)



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## What is the correct definition for a Joint Venture?

- According to AF DoD/VA Joint Venture Guide:

A Joint Venture is a VA and DoD mutually approved, negotiated partnership that shares the risk and combined expertise of the joint organization that will generate increased access to and/or level of services for the beneficiaries of both agencies in a mutually beneficial, efficient and cost sharing manner.

In short a “super” sharing agreement between two or more sites to collaborate, integrate, and SHARE THE RISK in a collocated, single, or multiple facility organizational structure.



# JFURS WG Background (Continued)



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## What is the correct definition for a Joint Venture?

Though worded differently, each definition contains key elements that are required for any descriptor of a Joint Venture:

- Local negotiated partnerships between the VA and DoD
- Strategic alliance consisting of more than 5 years
- Shared risk
- Mutually beneficial



# JFURS WG Background (Continued)



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## JFURS WG Composition:

- Co-chairs
  - DoD VA Program Coordination Office Director
  - VA/DoD Coordination Office Director
- Coordination Office(s) and Support Staff
- VA/DoD Military Service Representatives
- Outside SME & Functional Experts
  - IT and Facility/Construction community





# JFU&RS WG Support Chronology



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JFU&RS WG role has evolved from a pure survey and report function, to a facilitative and developmental support role for new and current sites:

- FY 07 - Surveyed and reported on all JV site activities to identify common barriers and successes
- FY 08 - JEC emphasized enhanced collaboration and opportunities at 4 specific sites which led to CONOPS development:
  - Biloxi, MS
  - Las Vegas, NV
  - Honolulu, HI
  - Denver, CO
- “One-time” designation of JIF money set aside to support JV efforts



# JFU&RS WG Support Chronology (Continued)



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- FY 09 – JFU&RS WG explored enhanced collaboration at prescribed special interest sites and at new selected sites
  - Selection of new sites were based on analysis of a select group of criteria:
    - Area Enrollment Population
    - Purchased Care Expenditures
    - Planned/Current Construction  
(Construction criterion considered but not used in overall evaluation and selection of sites)
  - Sites reviewed by the work group in FY 09 included:
    - Charleston, SC
    - Columbus, GA
    - San Antonio, TX
    - Corpus Christi, TX
    - FL Panhandle (Panama City, Ft Walton Beach, Pensacola)
    - Tacoma, WA
    - Tampa, FL



# JFU&RS WG Support Chronology (Continued)



- FY 10 used an expanded set of criteria:
  - Purchased Care Expenditures
  - Proximity Location
  - Area Enrollment Population
  - Current Working Relationship
  - Current/Future Resource Sharing Initiatives
  - Planned/Current Construction/Renovation
- Sites selected and reviewed in FY 10:
  - Phoenix, AZ
  - San Diego, CA
  - Fayetteville, NC
  - Oklahoma City, OK
  - Omaha, NE



# JFU&RS WG Support Chronology (Continued)



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- In FY 10, JFU&RS WG began to address the need to develop metrics and performance measures to document and evaluate the success of shared initiatives within JV and Joint Market sites (addressed in several GAO reports (06-315 and 08-399))
  - The work group developed a sample Joint Committee Charter which incorporated the NDAA functional domains and suggested the use of a modified SMART Objective Template for joint market sites to summarize and communicate their initiatives with the JFU&RS WG



# SMART Objective Template



<b>GOAL Title:</b>	Working Group
<b>SUB-GOAL:</b>	
<b>SMART OBJECTIVE:</b> Performance-based objectives should be written as statements that are: SMART Specific: understand what needs to be accomplished Measurable: link to metrics where possible Achievable: attainable, can be completed as specified Realistic: relevant and can be accomplished within time and resource limits Time-bound: clear point in time for completion	
Initiatives	A specific strategy or activity that supports accomplishment of the SMART objective
Activities & Milestones	Action plan for what needs to be accomplished by when
Recommended Metric(s)	Quantitative measures that can be monitored to demonstrate progress towards meeting SMART objective
When/Where during the project should the Metric be Tracked	When/where/how metrics should be documented and reported



# JFU&RS WG Support Chronology (Continued)



- FY 11 – JEC issued mandate requiring JV and Joint Market sites to use performance metrics to show efficiencies in joint operations
  - VA and DoD Memorandums issued through VHA and HA requiring compliance with mandate
  - Facilities are expected to show a minimum of 5% reduction in overall costs or cost avoidance through use of shared initiatives
  - Use of the JEC Mandate Reporting template as a uniform reporting method
- FY 11 – The work group used the FY 10 criteria to select new joint market sites; sites selected and reviewed:
  - St. Louis, MO
  - Columbia, SC
  - Temple, TX



# JMO Way Ahead



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- The FY 12 market site selection analysis is underway
  - Greater emphasis will be placed on areas where there is known potential for joint construction to increase opportunities for shared space and reduce costs to the federal government
  - JV and Joint Market sites are expected to comply with JEC mandate; identify shared projects to monitor; develop performance metrics to analyze shared initiatives; and provide annual results beginning 1<sup>st</sup> Qtr, FY 13